

## ENHANCING ORGANIZATIONAL PERFORMANCE: THE ROLE OF SOCIAL REWARDS AND PARTICIPATORY DECISION-MAKING

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### Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh penghargaan sosial, partisipasi dalam pengambilan keputusan terhadap peningkatan kinerja organisasi pada perusahaan di Jawa Tengah. Metodologi Data yang digunakan sebanyak 45 orang karyawan yang digunakan untuk menguji hipotesis penelitian melalui pemodelan Partial Least Square (PLS). Hasil analisis empiris mengungkapkan bahwa pengambilan keputusan berpengaruh signifikan terhadap kepuasan kerja, penghargaan sosial berpengaruh signifikan terhadap kepuasan kerja. partisipasi dalam pengambilan keputusan tidak berpengaruh signifikan terhadap kinerja organisasi, penghargaan sosial tidak berpengaruh signifikan terhadap kinerja organisasi, sedangkan kepuasan kerja tidak berpengaruh signifikan terhadap kinerja organisasi. Hasil penelitian menunjukkan bahwa kepuasan kerja karyawan tidak selalu berbanding lurus dengan kinerja organisasi..

### Keywords:

Social rewards, Participation in decision-making, organizational performance

### Abstract

*Objectives* The purpose of this study was to determine the impact of social rewards and Participation in decision-making on improving organizational performance in companies in Central Java. *Methodology* The data used 45 employees who were used to test the research hypothesis through Partial Least Square (PLS) modeling. *Finding* The results of empirical analysis reveal that decision-making has a significant effect on job satisfaction, and social rewards have a significant effect on job satisfaction. Participation in decision-making has no significant effect on organizational performance, social rewards have no significant effect on organizational performance, and job satisfaction has no significant effect on organizational performance. *Conclusion* The research results show that employee job satisfaction is not always directly proportional to organizational performance.

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## INTRODUCTION

Today's world economy is more progressive than ever. Companies that exist must survive the toughest competition ever. Companies need to compete better because competition is getting tougher, one of which is to use the resources they have; in other words, it is human resources (Widianti, 2024). The company's leadership provides a competitive advantage that is difficult for competitors to imitate. To give a competitive advantage to sustainable and available human resources, they need to add value to the business. Its value is unique and cannot be imitated or replaced (Widianti & Bersama, 2025). To improve company performance, it is important to encourage innovation through the development of new ideas and the implementation of creative solutions that can improve products or services (Widianti & Fachrunnisa, 2025). Organizational involvement is also influenced by decision-making involvement (Hesti Widianti, Olivia Fachrunnisa, 2025). Participation in decision-making is high and has a strong positive relationship



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to organizational commitment, reduces employee turnover, and Increases employee productivity (Widianti, 2022)—Participation in decision-making is Defined as the support and trust shown by employees coming from the company. Employees participate directly in the decision-making process and are free to express opinions; for example, employees participate in expressing or proposing an idea or idea in an organization. In addition, the defeat of employees in the decision-making process also includes the presence of employees for the company (Scott-Ladd et al., 2006) So employees are more motivated to achieve and improve their company goals so that employee loyalty to the company will rise and the desire of employees to leave from the company will decrease. High employee turnover also indicates high performance in achieving company goals (McCook, 2002). Engaged employees have a positive relationship with the company, so employees are motivated to do their best and get better results, and company goals are achieved (Ramadan Wardiansyah et al., 2024),(Sentoso & Muchsinati, 2024). Based on the above introduction, the aim of this study is to determine the influence of social recognition and Participation in decision-making on improving organizational performance.

Social exchange, the main idea is that parties engage in and maintain exchange bonds with others and have the hope that it will be rewarded (Blau, 2017). The theory is limited to examining activities that depend on the beneficial actions of others and correcting processes from two sides, mutually sustainable and mutually beneficial, called "transactions" and relationships called "exchanges." This theory illustrates that interested parties conduct transactions or exchanges with other interested parties to achieve results that cannot be achieved alone (Lawler & Thye, 1999), and this exchange will cease once it is deemed not mutually beneficial.

It is widely agreed that rewards encourage and advance organizational performance (Krasutsky, 2006). One of the most widely cited concepts in stress management in recent years, the total compensation model includes all forms of actual (material) and abstract (intangible) incentives that employees can receive as compensation from their employer. It contains. (Carnahan et al., 2000). There are statistically significant differences in how employees and employees define various intangible rewards, with the former being more enthusiastic about opportunities for promotion, impressive positions, and keeping a job. Moreover, the latter is more concerned with ethics and leadership, Team Autonomy and Work (Galetić et al., 2014). When someone helps us, we feel both gratitude and guilt that we should return the favor. This is called reciprocity (Kim et al., 2020). Gratitude depends on how you view help and assistance from others (Morales et al., 2005).

Involvement in the decision-making process as the employee's Participation in the organization's decision-making process shows that when employees are involved in the organization's decision-making action, staff absenteeism is reduced, organizational support is enhanced, and performance is enhanced and proven. , curtailed turnover, and greater job satisfaction. , so that organizational performance is better realized (Muindi, 2011), (Cohen & Uphoff, 1980) categorize four participations: Participation in decision-making, Participation in implementation, Participation in benefit, and Participation in evaluation. Providing ideas and thoughts, participating in events, participating in conversations, and responding to or declining programs offered are some of the ways we participate in decision-making. Generally speaking, it is a form of co-determination.

It is stated in Law No. 13 of 2003 concerning employment, namely in Chapter III articles 5 and 6 conveying equal opportunities and treatment, it has been stated that employees within the company have the right to express opinions and participate in the decision-making process on problems that exist within a company, in principle it is clearly stated but in practice involvement in decision making does not fully involve employees and usually only top-level managers contribute to the ideas in making these decisions. Social exchange theory concerns people forming relationships through the exchange of costs and rewards (Gouldner, A, 1960).

In social exchange theory, social exchange relies on the uncertain expectation that the recipient will eventually reciprocate the favor or gift they have received. On the other hand, economic exchange is driven by self-interest. Moreover, it must be repaid within a specific period of time (Blau, 2017). According Asmaeil Ali Sulayman & Rafida Binti Abdul Rahman (2020), their study aims to examine and explore the self-motivation and commitment that influence the application of strategic quality planning through tangible and intangible rewards. Development. We

found that tangible and intangible rewards were effective in mediating the relationship between self-motivation and commitment analysis and quality roadmap application (Mat Zin & Nehari Talet, 2016). This study examined the relationship between recruiting non-senior officials from the Saudi Ministry of Public Works to participate in the decision-making process and their organizational involvement and investigating relationships. The degree to which organizational and individual personality factors influence Participation in organizational engagement was examined. The findings indicate that male non-managers in Saudi sectors are dissatisfied with their involvement in decision-making processes within their organizations. Conversely, those who felt they had greater Participation were likelier to express a more substantial commitment to the organization. Analysis of moderating variables revealed that enhanced Participation in decision-making led to increased commitment among non-senior professionals, particularly when they perceived their superiors as supportive of their involvement.

H1. When Participation in decision-making is high, organizational performance is high

#### **Organizational Performance**

Rewards motivate workers to improve performance standards (Assegaft, 2014). However, remember that employees with different cultural views and beliefs are likely to be more motivated in various ways (Chiang & Birtch, 2012). Currently, the reward system in modern organizations is generally divided into two categories: financial and non-financial rewards (Musyafi et al., 2016). Businesses view compensation, both direct and indirect compensation, as one of the best strategies to achieve their goals. Employees will feel satisfied if they receive fair pay in accordance with their expectations. On the other hand, companies are very likely to lose current employees if they are not paid properly. Therefore, to improve employee performance, salary becomes an essential component.

H2. If the social rewards are high, the Organizational Performance will be even higher

#### **Job satisfaction**

Job satisfaction can be understood as a positive emotional attitude towards one's job. This attitude is manifested in aspects such as work morale, discipline, and overall job performance. This satisfaction is enjoyed at work, outside work, and in combination with inside and outside work, so if employees feel satisfied and at work, their performance will be even better.

(Ahmad Jawahir Tugimin, 2009) Job satisfaction is one of the elements that affect employee performance and productivity, so it is essential for businesses to pay attention to it. The drive to develop oneself (self-achievement), to receive praise, gratitude, and rewards, and the desire to advance in position are often less visible than aspects of job satisfaction. However, we cannot claim that everyone's desires are unique from one another. They also vary according to the needs and time mode (Damayanti, 2018). The success of an organization is strongly influenced by the performance of its employees

H3. If Participation in decision-making is high, job satisfaction will be higher

Being appreciated and receiving praise and positive feedback are important to job satisfaction (Jessen, 2010). His research found that managers and practitioners perceive their jobs as a whole to be equally satisfying. However, managers found their jobs more interesting and challenging because of their position, reporting higher feelings of accomplishment and control over work. Receiving public approval and peer support was positively related to job satisfaction in both job positions, while superior support and client recognition were found to be significantly beneficial aspects for practitioners only.

Being rewarded and receiving praise and positive feedback will maintain and strengthen intrinsic motivation if this is considered to support workers' self-esteem (Rubio, 2013). The primary source of dissatisfaction for social workers stems from feeling undervalued by both their employers and society as a whole. Conversely, having a strong reputation is viewed as positively influencing professional pride and motivation, serving as a significant aspect of professional rewards.

H4. If social rewards are high, job satisfaction will be higher

Robbins (1994) stated that a person's general attitude towards their job is a measure of their job satisfaction. Working with colleagues and subordinates, complying with organizational norms and policies, achieving performance goals, surviving less-than-ideal working conditions, and performing other related activities are all part of the job. Therefore, a worker's evaluation of whether they are satisfied or dissatisfied with their job is a complex summation of several separate

(differentiated and independent) job components. It has been proven in various theories and practices that job satisfaction will significantly affect employee performance. His research claims that a person's job satisfaction with their job is a measure of their job happiness. Working with colleagues and subordinates, complying with organizational norms and policies, achieving performance goals, surviving less-than-ideal working conditions, and performing other related activities are part of the job. This means that a worker's opinion about whether they are satisfied or dissatisfied with their job is a complex collection of different (differentiated and separated) tasks. It has been proven in various theories and in practice that job satisfaction will significantly affect employee performance (Noor, 2012). In his research, he found that job satisfaction significantly affects employee performance.

Reward systems are acknowledged within organizations as crucial management tools that can enhance organizational effectiveness (Marlena, 2022). They achieve this by influencing employee behavior, boosting workplace motivation, and improving overall employee satisfaction. Commonly used. A sound reward system is considered a key factor in achieving corporate goals. Employee engagement can be implemented to facilitate the achievement of corporate goals once employees are satisfied with the reward scheme applied. Data analysis shows that employee satisfaction partially mediates the correlation between reward systems and employee engagement.

H5. If job satisfaction is high, the performance of the organization will be higher

Research Framework

Figure 2 shows the theoretical framework as follows:

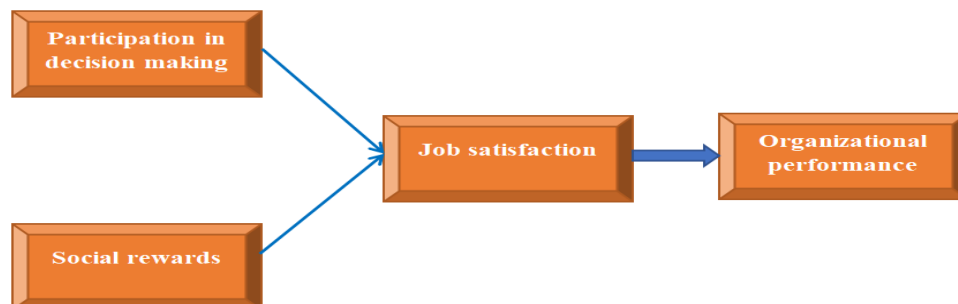


Figure 1. Research Framework

## METHODS

This study uses quantitative methods. The survey was conducted using a list of questions. Employees of PT Ahmadaris in Central Java are the population in this study. The technique used is incidental sampling with 45 respondents. The stages are as follows: A questionnaire containing relevant questions is prepared to explore the necessary information. Furthermore, the questionnaire is distributed to employees who are willing to participate, either through direct interviews or digital platforms. Respondents who provide answers are considered research samples so that the collected data can be analyzed to achieve research objectives. The use of incidental sampling techniques in this study provides convenience in data collection, although researchers must consider limitations in the representation of the results obtained.

The Data Analysis Technique is the Quantitative Approach Analysis Technique using The Structural Equation Modeling (SEM) from the SmartPLS 3.0 software, where this model is a statistical technique that allows for testing a relatively complex series of relationships (Nurcholis et al., 2019). The minimum number of samples for SmartPLS is  $4 \times 10$ , which is 40 samples (Sarstedt et al., 2021)(Windows & Pengantar, 2009). The final step is to translate the model and modify it for a model that does not conform to the test specifications. Hair offers a recommendation to evaluate whether to adjust the model by looking at the amount of residual that the model generates. The residual quantity has a safety limit of 5%. His article suggested that change should be considered if the residual is greater than 5% of all residual covariance generated by the model (Oussi & Chtourou, 2020) (Hair, 1995). Consider adding a new path to the estimated model if the residual value generated by the model is significant (more than 2.58). At the 5% level, residual values greater than or equal to 2.58 are considered statistically significant.

## RESULTS AND DISCUSSION

### Results

Hypothesis testing uses a measurement model approach by testing convergent validity with outer loadings, Discriminant Validity, Composite Reliability, R-squared or Determination Test, and hypothesis testing. To test convergent validity, the outer loading or loading factor values are used. The following is the value of the outer loading of each indicator on the research variable:

**Table 1.** Outer Loading Value

Variable	Indikator	Loading Factor	Description
Participation in Decision Making	PDKP1	0,945	Valid
	PDKP2	0,938	Valid
	PDKP3	0,931	Valid
	PDKP4	0,848	Valid
Social Rewards	PS1	0,883	Valid
	PS2	0,880	Valid
	PS3	0,872	Valid
Job satisfaction	KK1	0,936	Valid
	KK2	0,967	Valid
	KK3	0,889	Valid
Organizational Performance	KO1	0,851	Valid
	KO2	0,774	Valid
	KO3	0,866	Valid
	KO4	0,854	Valid
	KO5	0,847	Valid

**Source:** Primary data 2022

Based on the table above shows that each indicator of the research variable has a value  $> 0.7$  so that it meets the convergent validity requirements.

**Table 2.** Cross-Loading Value

Indicator	Job satisfaction	Organizational Performance	Participation in Decision Making	Social Awards
PDKP1	0.736	0.269	0.945	0.710
PDKP2	0.693	0.332	0.938	0.609
PDKP3	0.660	0.227	0.931	0.682
PDKP4	0.635	0.301	0.848	0.660
PS1	0.535	0.229	0.565	0.883
PS2	0.793	0.256	0.757	0.880
PS3	0.533	0.176	0.534	0.872
KK1	0.936	0.352	0.722	0.667
KK2	0.967	0.407	0.752	0.708
KK3	0.889	0.211	0.593	0.673
KO1	0.245	0.851	0.069	0.079
KO2	0.267	0.774	0.360	0.301
KO3	0.192	0.866	0.070	0.038
KO4	0.330	0.854	0.367	0.311
KO5	0.369	0.847	0.275	0.215

**Source:** primary data 2022

Based on the table above, it can be seen that each indicator of the survey variables has the highest cross-loading value of its constituent variables compared to the cross-loading values of the other variables. This means that the indicators used in this study have good discriminant validity in each configuration of variables. Hypothesis testing in this study was performed using SmartPLS 3.0 software. These values can be seen from the bootstrap results. The rule of thumb used in this study is a t-statistic  $> 1.96$  with a significance level of p-value 0.05 (5%) and a positive beta coefficient.

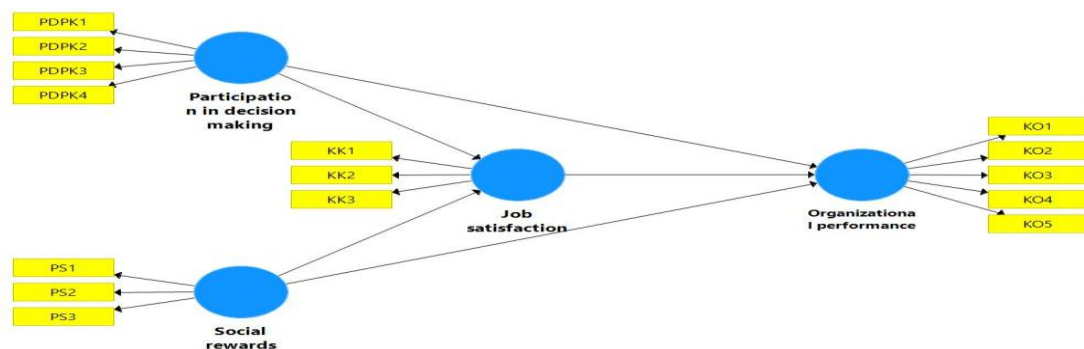


**Table 3.** Value Composite Reliability

Variable	Composite Reliability
Variable	Composite Reliability
Participation in Decision Making	0,951
Social Awards	0,922
Job satisfaction	0,954
Organizational Performance	0,910

**Source:** primary data 2022

From the table above, we can see that the combined reliability score for all variables in this study is  $> 0.6$ . This indicates that all variables are highly reliable.



**Figure 2.** Research model result

The following are the results of the research model presented in table 4.

**Table 4.** Research model result

Hypothesis	P-Values	Result
Participation in Decision Making -> Job Satisfaction	0,008	Hypothesis accepted
Social Rewards -> Job Satisfaction	0,001	Hypothesis accepted
Participation in Decision Making -> Organizational Performance	0,763	Hypothesis rejected
Social Awards -> Organizational Performance	0,861	Hypothesis rejected
Job Satisfaction -> Organizational Performance	0,492	Hypothesis rejected

Based on the hypothesis test, it can be explained that the first hypothesis is accepted, as seen from the P-value value of  $0.008 < 0.05$ . This means that the participation variable in decision-making has a significant effect on job satisfaction. The second hypothesis is accepted, as seen from the P-value value of  $0.001 < 0.05$ , which means that the social award variable has a significant effect on job satisfaction. The third hypothesis is rejected, as seen from the P-value value of  $0.763 > 0.05$ , which means that the participation variable in decision-making does not have a significant effect on Organizational Performance. The fourth hypothesis is rejected, as seen from the P-value value of  $0.861 > 0.05$ , which means that the social award variable has no significant effect on Organizational Performance. The fifth hypothesis is rejected, as seen from the P-value value of  $0.492 > 0.05$ , which means that the job satisfaction variable has no significant effect on organizational performance.

Overall, the results of the hypothesis testing indicate that Participation in decision-making and social rewards have a significant impact on job satisfaction but do not directly contribute to organizational performance. These findings provide important insights for management in formulating strategies to enhance employee job satisfaction, which in turn can positively affect the work environment, even though it does not directly improve organizational performance. Further research is needed to explore other factors that may influence organizational performance.

## Discussion

The hypothesis testing results indicate that Participation in decision-making and social rewards significantly impact job satisfaction, meaning both contribute positively to employee satisfaction. However, neither variable significantly affects organizational performance. These findings emphasize the importance of management in enhancing employee job satisfaction, even though it does not directly improve organizational performance, and highlight the need for further research to understand other factors influencing organizational performance. Overall, the results of the hypothesis testing indicate that Participation in decision-making and social rewards significantly impact job satisfaction but do not directly contribute to organizational performance. These findings provide important insights for management in formulating strategies to enhance employee job satisfaction, which can positively affect the work environment, even though it does not directly improve organizational performance. Further research is needed to explore other factors that may influence organizational performance.

## CONCLUSION

This study aims to determine the impact of social rewards and Participation in decision-making to improve organizational performance. Decisions can be made better because more people are involved in solving problems. If that person is involved in making decisions, then that person prefers to carry out decisions more effectively. (Newell, 2006). This procedure follows a pattern of division of labor that is "not done once and then forgotten" but continuously. The process of Participation in decision-making helps unify personal and corporate goals. The process of building group skills and leadership abilities, as well as personal growth and self-functionalization, all benefit from participating in decision-making. The most significant benefit of engaging individuals in decision-making is the power of shared understanding. For participants to be fully aware of themselves, they need respect from others. Increasing pressure on organizations to control or reduce costs has led to a surge in non-financial rewards and increased usage. In general, intrinsic remuneration includes all activities that have a positive impact on an employee's intellectual, emotional, and physical well-being and do not fall under the category of material remuneration.

The results of the study illustrate that the participation variable in decision-making has a significant effect on job satisfaction, and the social award variable has a significant effect on organizational performance. However, the participation variables in decision-making, social rewards, and job satisfaction variables have no significant effect on organizational performance. Participation in decision-making is proven to have a significant effect on job satisfaction. So, the company must pay attention and provide more opportunities for employees to be more involved in decision-making. Superiors can seek advice from subordinates when making decisions or ask for feedback regarding decisions to be issued. Being involved in decision-making increases the employees' sense of belonging to the company, which will later provide higher job satisfaction and will have an impact on increasing employee performance. Other variables affect employee performance, and if the company can improve it, then all these variables will have an impact on employee performance, which will affect organizational performance.

The results of this study can serve as a valuable reference for future research, particularly within the same field. It is advisable to expand the research variables to produce more diverse and comprehensive findings. Limitations of the Study This research was conducted solely using a questionnaire method and was confined to the company's environment. For future studies, it is recommended to widen the sample size and incorporate qualitative methods, such as interviews, to strengthen the arguments and provide deeper insights into the research topic. Implications of the Research The findings suggest that while Participation in decision-making and social rewards significantly enhance job satisfaction, they do not directly influence organizational performance. This highlights the need for organizations to focus on improving employee satisfaction as a pathway to a better work environment, even if it does not immediately translate to enhanced performance. Further exploration of additional factors that may affect organizational performance is crucial for developing a more holistic understanding of workplace dynamics.

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